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174 APR 1973

MEMORANDUM FOR: Special Assistant to the DD/I (Administration)

SUBJECT : Suggested Benefits for Career Staff Employees

1. Any realistic steps to make membership in the Career Staff more attractive and meaningful for CIA employees are dependent, we believe, on the establishment of higher or more rigid standards for membership than now exist. At the present time, membership in the Career Staff is virtually synonymous with membership in CIA. Any correction of this situation would obviously take some time. It might, however, be accomplished along one or two possible lines:

a. Establish high standards for a career corps which would have single degree or status of membership. Such a corps would contain representatives of all job classifications and specialties necessary to the operation of the Agency. Membership could be based on both percentage and high quality of performance and ability, comparable, for example, to the Phi Beta Kappa membership where both excellence of performance and rating at a designated standard must be achieved, and then only a percentage of those in a divisional component who meet the established standards would be admitted. In this manner obligations would exist between the Agency and only the best [REDACTED] or whatever seemed the appropriate number.

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b. Another system of membership could be based on various degrees, each successive degree coming with longer tenure in the Agency and each such advanced step carrying its own higher standards for membership at its level. Specific benefits for Career Membership could then be increased in accordance with advancement to higher categories of Career Membership. This latter system could be developed on the present structure without any specific change or disturbance to the program that now exists. Present standards and procedures could be retained and only a few, if any, additional benefits may be provided. Second, third and possibly fourth degrees in membership could be established requiring for example, 5, 10 and 15 years of service before eligibility with membership at each level being more exacting and rigid. Provisions should also be made whereby excellence above standards of a lower degree could offset some of the time requirement for the next step. It would seem at this time that this latter concept would be the most desirable of the two suggestions offered.

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2. Assuming that some steps can be taken to establish attractive and meaningful standards for membership in the Career Staff, the following suggestions are submitted as to benefits which could serve to make membership more attractive to those considering employment in the Agency as well as induce those already employed to continue their career in CIA. While a great deal of thought and study would obviously be necessary for specific definition and scheduling of these benefits, they are submitted in an approximate order of increasing significance, such as would be compatible with the second proposed system of advancing degrees of membership.

a. A small pay differential, perhaps one step increase, might be granted upon membership into the Career Staff.

b. Greater health benefits such as lower premium payments on insurance, eventually becoming entirely free insurance at a more advance stage in membership. In addition, or alternatively, free medical care for the employee and at later stages in service, free care for his dependents.

c. Priority status in accordance with membership level in the event of reduction in force.

d. Greater training and rotational opportunities for staff members. Such a program could also be geared to level off membership.

e. An important asset, particularly in an Office such as OSI, would be the provision for sabbatical leave to enable maintenance of technical and professional competence.

f. An arrangement might be devised whereby Career Staff members would receive more frequent longevity pay increases. This could probably be best achieved by accelerating the present Civil Service in-grade step increases.

N B [ g. A very low or interest-free loan system. This concept has, of course, many ramifications but a specifically attractive one might be educational loans for dependents. Outright grants or partial grants for education of dependents with high potential for Agency service might be a useful innovation to provide a flow of new talent. Such grants would revert to loan status if an Agency career was not followed.

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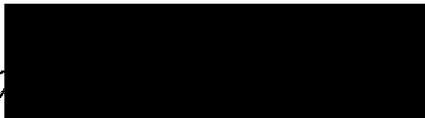
h. The development of more senior specialist positions to enable advancement to higher grades for outstanding career employees without the necessity for administrative or supervisory duties.

i. A more liberalized retirement program along the lines of the FBI system might be established for Career Staff members. In this connection, it has been suggested that additional retirement credits might be given for overseas service or, alternatively, for overseas service in certain hardship posts. Another approach might be to decrease or finally stop deductions for retirement in the more advanced stages of Career Service.

j. Training in the form of attendance at professional meetings, orientation tours, specialized external training, etc., could be more liberal for staff members and the investment, accordingly, more sound.

3. It is recognized that many variations could be developed in these suggestions and also that many problems would be involved in the establishment of many of them. It is also reasonable that as membership in the career service would bring greater privileges, it should also be recognized that the responsibility of the individual becomes greater. The present statements of willingness on the part of the member to accept assignments in the interests of the Agency should properly receive greater emphasis and specificity at the advanced levels.

4. It is believed that some such system or program as suggested above would undoubtedly not be altogether a matter of increased costs when quality begins to replace quantity. There should result an ever increasing staff caliber growing out of both the selection processes and the Agency's increased ability to attract and hold outstanding people. There is no escape from the fact that the success of any intelligence service is largely dependent on the continued and dedicated service of able people whose skills and knowledge steadily increase.

  
Chairman/Career Service Board  
Scientific Intelligence

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